

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 1, 2018/2019

### BSM3024- STRATEGIC KNOWLEDGE MANAGEMENT

(All sections / Group)

15 OCTOBER 2018

9.00 a.m. – 11.00 a.m.

(2 Hours)

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#### INSTRUCTIONS TO STUDENTS

1. This question paper consist of **FIVE (5)** pages (including the cover page).
2. Answer **ALL** questions in SECTION A and SECTION B. The marks distributions are given in parentheses.
3. Write all your answers in the Answer Booklet provided

## **SECTION A**

### **Petronas and TM Embark on Cross-Industry Digital Collaboration**

Petroleum Nasional Berhad (Petronas) and Telekom Malaysia Bhd (TM) have inked a Memorandum of Understanding (MoU) to collaborate on a strategic partnership that will see both companies provide significant benefits spanning multiple areas of co-operation. In a joint statement, the two companies said the strategic partnership is aimed at implementing five clusters that would increase both companies' operational excellence and enhance their customer experience, leveraging on each other's strengths and shared values. "The collaboration would see the two companies working on increasing the adoption of Petronas products amongst TM employees, starting with Petronas Dagangan Berhad (PDB) extending its SMARTPay services to TM staff, which would allow cashless payments and increased operational efficiencies while providing significant savings on fuel costs each year for TM," they said:

Additionally, PDB and TM will be developing the next generation network infrastructure to enhance the former's retail network and improve its customer service delivery at PDB stations, they added. The companies said Petronas will also collaborate with TM, via its information technology arm Petronas ICT, to explore data centre of the future. "This would involve digitising Petronas' data assets to improve data security as well as enhance user experience." The partnership will also see Petronas and TM explore a smart park concept for KLCC, aimed at not only improving the experience of patrons using the car park, but also increase the safety and security at the facility, the two companies said.

Petronas and TM will also invest in a joint research covering areas concerning the oil and gas and telecommunications industries, such as building local competencies, knowledge exchange and the 'Smart Helmet' initiative, to encourage safety at the workplace. Petronas president and group chief executive officer (CEO) Tan Sri Wan Zulkiflee Wan Ariffin said leading Malaysian companies must take the lead in working together and collaborating for greater success. "The opportunities are limitless – from solving current issues, providing support and services to co-creating and innovating future market offerings and solutions," he said.

As the nation's one and only company capable of providing the best connectivity and fully integrated telecommunications, ICT and smart services, TM, together with its business solutions arm, TM ONE, is committed to delivering integrated business solutions that will fulfil the dynamic, sophisticated needs of business verticals including the oil and gas industry, especially in today's digitally-connected environment.

Adapted from: New Straits Times. (2018). *Petronas and TM Embark on Cross-Industry Digital Collaboration* [Online]. Available: <https://www.nst.com.my/business/2018/04/361561/petronas-and-tm-embark-cross-industry-digital-collaboration>

**Continued...**

Based on the above case study, answer the following questions:

1. Describe **SEVEN (7)** benefits associated with the cross-industry digital collaboration between Petronas and TM. (14 marks)
2. Propose **FOUR (4)** effective corporate governance strategies for cross-industry digital collaboration between Petronas and TM. (12 marks)
3. Propose **FOUR (4)** knowledge management tools to assist both companies to attain greater synergy in cross-industry digital collaboration. (12 marks)
4. Recommend **FOUR (4)** principles of *Personal Data Protection Act*, which can safeguard information security and privacy in cross-industry digital collaboration. (12 marks)

(Total: 50 Marks)

**Continued...**

## **SECTION B**

### **Samsung at CES: Diversification the Key to Growth**

Samsung will begin selling a chip – known as the Exynos 5 Octa – that has eight cores, four of which are designed to run fast when the device needs operating power on demand, while the rest are engineered to help conserve battery power.

The Suwon-based company is trying to build on its position as a supplier to Apple and its own handset division by winning orders from other phone makers, with a full range of integrated components including processors, memory chips and screens.

Samsung is also looking to diversify its business and supply chips to more Chinese and other emerging smartphone makers in a bid to compensate for any reduction in demand from Apple, which has traditionally been the Korean chipmaker's customer. Apple was weaning itself off Samsung chips used in its iPhones and iPads, as the Cupertino, California-based smartphone and tablet maker becomes less reliant on its rival for parts for its gadgets.

Apple is already buying fewer Samsung memory chips and display screens as the two have gone to war over patents - concerns have grown that Samsung may see its processor revenues tumble, wire agency added. "[We] should diversify our customer base and are making such efforts already, adding some Chinese customers," Woo told Reuters ahead of his first keynote speech at the CES in Las Vegas on Wednesday.

By comparison, chip rivals such as Qualcomm, Texas Instruments and Nvidia have a broader client base that spans LG Electronics, Nokia, HTC, Huawei Technologies and Google's Motorola. "We see emerging players who have potential to grow in smartphones and we will continue to make efforts to supply them with our chips," Woo said.

Kevin Packingham, chief product officer for Samsung Mobile USA, as saying that Samsung's corporate market ambitions have advanced as the popular Galaxy S3 recently won the requisite security certifications from companies. "The enterprise space has suddenly become wide open." Packingham said in an interview with Reuters at CES. "They want something that integrates what they are doing with their IT systems. Samsung is investing in that area." Samsung is beefing up its software that will combine the mobile phone with Samsung's strength, the television, which the company claimed has barely evolved in the past decade. "We'll start to integrate what's happening on the big screen to what's happening on the tablet," Packingham said. "We know now that people like to explore content that they are watching on TV while they have a tablet in their lap, and that's going to be a big theme for [Samsung] this year."

Adapted from: Edwin Yapp. (2013). *Samsung at CES: Diversification the Key to Growth* [Online]. Available: <https://www.digitalnewsasia.com/mobility/samsung-at-ces-diversification-the-key-to-growth>

**Continued...**

Based on the above case study, answer the following questions:

1. Identify **TWO (2)** threats from the external environment that Samsung is facing. Recommend **FOUR (4)** strategies to overcome each of the environmental threats. (20 marks)
2. Recommend a suitable diversification strategy for Samsung. Evaluate **TWO (2)** strengths of your recommended strategy over **TWO (2)** other diversification strategies in the market. (15 marks)
3. Recommend **FIVE (5)** strategies to assist Samsung to achieve competitive advantage in its internationalization process. (15 marks)

(Total: 50 Marks)

**End of Paper**